PBSA: CREATING MORE LONG-TERM SUCCESS!

STEVEN STRYKER, PRESIDENT
STRYKER ASSOCIATES

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BRIEFING PERSPECTIVE

- **PURPOSE:** Excel leadership in implementing Performance-based Service Acquisition(PBSA).

- **CAVEAT:** OFPP & DOD designated PBSA as Key Priority. Requires your support to plan, train and expand PBSA use.

DEFINITION OF PERFORMANCE -BASED SERVICE ACQUISITION (PBSA):

- Purchasing method in which the work is described in terms of results rather than level of effort so the contractor's performance can be measured.

WHAT IS OUR PBSA MANDATE?

- Knowing how PBSA can strengthen NSA Programs
- Defining Requirements in measurable, mission-related terms
- Doing better job of monitoring performance
- Partnering well to ensure we get these outputs & outcomes

WHAT DO WE HAVE NOW?

- Vague Requirement
- Little Performance Measurement
- NSA/Contractor Intertwined Teams
- NSA assumes Performance Risk
- These lead to:
  - Not great performance
  - Cost overruns
  - Quality & Schedule problems

WHAT CAN WE HAVE?

- Which efforts are PBSA amenable
- Clearer & more complete definition
- Ability to track Performance
- Contractor assumes more Performance Risk
- These can lead to:
  - NSA getting what it wants
  - Performance problems reduced
  - Building mutual reputation

HOW DO WE MEET THE PBSA MANDATE?

- BUY THRU TASK ORDERS
- CONVERT TO PEFORMANCE-BASED REQUIREMENTS
- CREATE & USE PERFORMANCE MONITORING APPROACH
- PRICE OUTPUTS AND USE APPROPRIATE INCENTIVES

TASK ORDERS

- Allows defining performance schedule when you are ready
- Enables stronger control over contractor performance
- Funds the work as it is being done
- Previous Order Results can improve next Orders' effort
- Outputs lead to strategic impacts

CONVERSION TO PERFORMANCE BASED REQUIREMENTS

- Refine requirement
- Justify better why have need
- Connect well- tasks, deliverables, & reference information
- Relate performance-measuring to ‘key’ tasks and deliverables
- Use this stronger description to better estimate costs

PERFORMANCE MONITORING

- Have effort be springboard to define performance baseline
- Use metrics & monitoring tools to identify & close performance ‘gaps’
- Know role and responsibilities
- Establish rapport & seek input from other stakeholders
- Better handle problems, disputes & inadequate performance

PBSA CHALLENGES

- CHALLENGE: Allowing appropriate time to create high quality requirements
- SOLUTION:
  - Empower team
  - Get feedback from other stakeholders
  - Train staff to use planning and market research in writing

PBSA CHALLENGES

- CHALLENGE: Hone and clarify requirements
- SOLUTION:
  - Use Task Ordering approach to become clearer about what is wanted
  - Rely on similar past efforts
  - Illustrate ideas and cross-reference tasks and deliverables
  - Get stakeholder feedback

PBSA CHALLENGES

- CHALLENGE: Effort more than document to obtain funding
- SOLUTION:
  - Has strategic connections
  - More clearly shows why fund here
  - PBSA is framework to monitor expenditures within and across Task Orders

PBSA CHALLENGES

- CHALLENGE: Once we get contractor on board, then we'll figure out what is needed
- SOLUTION:
  - Partner to describe requirements in performance terms--in advance
  - Avoid personal services thru clarity
  - Stronger the given need, the better the proposal response

PBSA CHALLENGES

- CHALLENGE: Expedite issuance of Task Orders
- SOLUTION:
  - Verify have complete requirement
  - Obtain contractor & other stakeholder feedback
  - Validate “fit” with other Orders and Contract Requirement

PBSA CHALLENGES

- CHALLENGE: Budget window is short; get effort started quickly
- SOLUTION:
  - Plan to obligate funding at Task Order level
  - Clearly define roles for key NSA players--program and procurement

PBSA CHALLENGES

- CHALLENGE: If it continues to work, why change it?
- SOLUTION:
  - Ensure Effort reflects true need
  - Focus is on output, not people
  - Migrate to Performance-based form
  - Develop Lessons Learned

Summary: Proactive Leadership

- PBSA Requires Support. Seek feedback and build Best Practices
- Create successful Requirements database
- Act well to overcome reactive and parochial tendencies
- Pursue Lessons Learned for long term viability
- PBSA will return positive results

FOR FURTHER INFORMATION

- To clarify, give feedback or obtain viable PBSA actions and/or contacts, connect with:

- Steven Stryker, President STRYKER ASSOCIATES VOICE: (301) 924-2152 EMAIL: scstryker@juno.com FAX: (815) 346-2960